

Diagnosis of training needs for an assembly company developed at the TECNM campus, Fresnillo

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Abstract

The present project on Diagnosis of Training Needs for the personnel of the APTIV company in Fresnillo, Zacatecas, its general objective is to identify the training needs of workers, to know the deficiencies that the employees of APTIV have and with this to be able to generate a specific training program according to the lack of skills and aptitudes found within the company and thus achieve an increase in productivity and higher quality in production processes. Precise results were obtained that followed up on the recommendations made for each variable identified within the company thanks to measurement instruments such as surveys, data collected and conclusions obtained in the development and application of diagnostics. Particularly necessary in today's changing environment, as new technologies and flexible work practices become widespread and give rise to changes in the skills required by employees.

Keywords: diagnosis, training, needs, organization and competitions

Introduction

Training is one of the most important current issues when it comes to competitiveness, innovation and continuous improvement. The level of training that employees have is the level that the organization will have compared to the competition, therefore, the commitment to train permanently represents a benefit.

The process involves: detection of needs, planning, implementation, evaluation, feedback and monitoring of results. The backbone of this process is the Diagnosis of Training Needs (DNC), since it indicates precisely the aspects on which the organizational trainer must work. Due to its importance, it was decided to address the issue in the present investigation, whose general objective is: "To diagnose the training needs of the APTIV company personnel. Showing in turn one of the most used methods currently in Mexican organizations. The methodology for preparing a DNC meets the requirements of the scientific method: problem statement, data collection, analysis and interpretation of information, and presentation of findings.

The action of diagnosing is fulfilled when the behavior analyzed does not satisfy the requirements established by the company, this means that the staff needs to acquire and develop certain traits to perform their job according to organizational expectations, and it is precisely this set of knowledge, skills and attitudes that the DNC showed in the present investigation.

Methodology

Diagnosis of Training Needs (DCN) is understood to be the procedure from which information necessary to develop a training program is obtained. (Aguilar-Morales, 2010)

The Diagnosis of Training Needs is the process to obtain information about the training needs of workers, since the information obtained from this type of diagnosis helps organizations carry out training courses correctly for their employees. employees, and with this have qualified labor that can effectively carry out their job.

Objectives of the Diagnosis of Training Needs

What can be expected with the Training Needs Diagnosis is:

- Knowledge of the lack of skills, knowledge of people to effectively perform their job.
- The start of a learning organization.
- The basis of effective training programs. (Pray, 2006)

According to Guiñazú G. (2004) Training is the process that allows the organization, depending on the demands of the context, to develop the learning capacity of its members, through the modification of knowledge, skills and attitudes, guiding it to the action to face and solve work problems.

Therefore, training is the means that allows companies and organizations to detect the training needs required in the context of each organization, in order to obtain the necessary skills and attitudes and with this the person adequately adapts to their work environment.

job.

There are two orientations of training that influence both the company and the worker, in addition both are of great importance to increase labor productivity.

On the one hand, there is specific training, as a tool that can be used to support efforts to build sustainable businesses by moving from compliance to adopting them and integrating environmental, social and economic factors into business strategies.

On the other hand, there is polyvalent training, which is where the worker acquires knowledge of the entire operation itself and is useful not only to work in a certain organization, but is also useful in the case of working in another place or different position. (Rodríguez-Fonseca, 2016)

The specific training is aimed at the worker specializing in his job, so that the company can obtain a competitive advantage due to social or even environmental factors, while polyvalent training tries to enable the worker to develop in different positions. If it is needed, then it is trained for that.

The personnel of a company are a group of people who carry out activities or functions, in other words, it is the human capital that a company has that is found in the different jobs that a company has, for the operation of the organizations according to their business line.

Staff types

- Highly potential employees are those who have no limits and who are always looking for ways to surprise senior managers, are willing to fill themselves with knowledge and

also share it with others, they are also men and women capable of facing any challenge and to whom any function can be delegated with the certainty that they will perform it well.

- Moderately potential employees, are people who, thanks to their knowledge and skills, are able to provide the contribution that the company needs. Most of them are people with a lot of experience who have achieved it over the years, but who, by assuming greater challenges, can reduce its performance a little.
- Low performance employees, it is possible that their performance and performance is not the best, they are willing to be taught and despite their low performance they always try to learn something that is useful to them. (Anonymous, 2022)

Within the staff of a company there are different types of employees, since not all employees contribute the same within organizations there are those who always give their best, so that the objectives are met and there are also those instead of adding subtraction to the companies becoming obstacles to the fulfillment of objectives and productivity, from there the companies know and identify the types of employees that are within them, to determine action plans to promote and motivate them to give 100% at your job.

This research on the Diagnosis of Training Needs focuses on a methodology of five main steps, in order to know the training needs of employees to improve their knowledge, skills and abilities required in their job, in step 1 the theoretical framework of the investigation was

obtained with the purpose of knowing the background, previous investigations and theoretical considerations that support the research project, as step 2 the sampling procedure was carried out where the members of the company are selected, To make statistical inferences from the selected members and thereby estimate the characteristics of the entire company, in step 3 the resource measurement instrument was developed to record the data on the established variables. In the next step 4, the data was collected in order to obtain a complete and precise picture of the research topic, in step 5 the conclusions and recommendations were made for each

variable that was selected according to the work. before it was done.

Sampling procedure

220 employees of the APTIV company, shift A, were taken into account to be able to apply the following 24-question survey which covered the dimensions of training, experience, skills, as well as achievement of objectives, profile improvement and optimization of resources, with This can collect the necessary data.

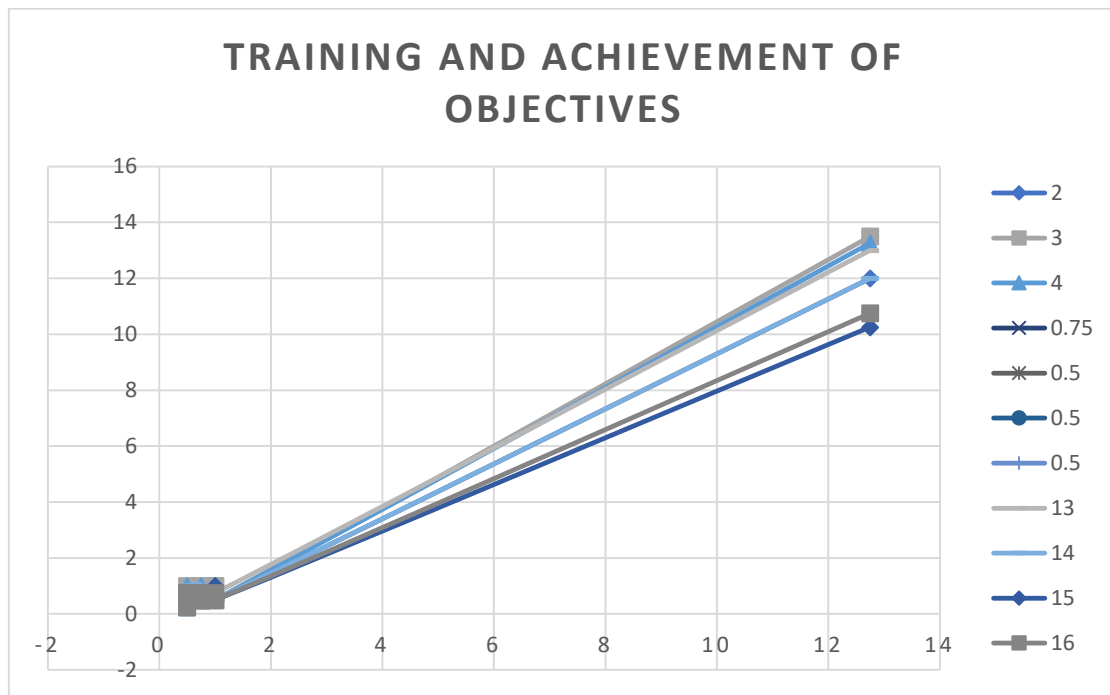
Data collection

A sample of the data collection is presented in Table 1

Table 1. Sample of the data collection

PREGUNTA	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
SUJETO																									
1	0.5	0.5	1	0.75	0.5	1	0.75	0.25	0.5	0.75	1	0.5	0.25	0.75	0.25	0.5	0.25	1	0.75	0.75	0.5	0.5	0.75	0.75	
2	0.5	0.75	0.75	1	0.75	0.75	0.75	0.75	1	0.5	0.5	0.75	0.75	0.5	0.75	0.75	0.75	0.75	0.75	0.75	0.5	0.5	0.5	0.5	0.5
3	0.5	0.75	0.75	0.75	0.5	0.75	0.75	0.75	0.75	0.5	0.5	0.5	0.75	0.75	0.75	0.5	0.5	1	1	0.75	0.5	0.5	0.5	0.5	0.5
4	0.75	0.75	0.75	0.5	0.75	0.75	0.75	0.75	0.75	0.5	0.5	0.5	0.75	0.75	0.75	0.5	0.5	0.75	0.75	0.75	0.5	0.5	0.5	0.5	0.5
5	0.5	0.5	0.5	0.25	0.75	0.75	0.5	0.75	0.75	0.75	0.75	0.75	0.5	0.5	0.25	0.5	0.25	0.5	0.5	0.5	0.25	0.25	0.25	0.25	0.25
6	0.75	0.5	0.5	0.5	0.75	0.75	0.75	1	0.75	1	1	1	1	0.75	0.5	0.5	0.5	0.75	0.75	0.75	0.75	0.75	1	1	1
7	0.5	0.5	0.5	0.75	0.75	0.75	0.75	0.5	0.5	0.75	0.5	0.5	0.75	0.75	0.75	0.5	0.5	0.75	1	1	0.75	0.5	0.75	1	
8	0.5	0.5	0.25	0.75	0.25	0.5	0.5	1	0.75	0.5	0.25	0.5	0.5	1	0.5	0.25	0.5	1	0.5	0.75	1	0.25	0.5	1	
9	0.75	0.75	1	1	1	0.75	0.75	0.75	0.5	0.5	0.5	0.75	0.75	1	0.5	0.5	0.5	0.75	0.75	0.75	0.5	0.5	0.5	0.5	0.5
10	0.5	0.5	0.5	0.75	0.75	0.5	0.75	0.75	0.75	0.5	0.5	0.5	0.5	0.5	0.25	0.25	0.25	0.5	0.5	0.75	0.75	0.75	0.75	0.25	0.25
11	0.5	0.5	0.5	0.75	0.75	0.75	0.75	0.75	1	0.5	0.5	1	0.5	0.25	0.5	0.5	0.5	0.75	0.75	0.75	0.5	0.5	0.5	0.25	0.5
12	1	1	1	1	0.75	0.75	0.5	0.5	0.75	0.75	0.75	0.5	0.75	0.5	0.5	0.5	0.75	0.75	0.75	0.75	0.5	0.5	0.5	0.5	0.5
13	0.5	0.5	0.75	0.75	0.75	0.75	0.75	0.75	1	1	1	1	1	0.5	0.5	0.5	0.75	0.75	0.75	0.75	0.75	0.5	0.5	0.5	0.5
14	0.5	0.5	0.75	0.5	0.75	0.75	0.75	0.75	0.25	0.75	1	0.5	0.75	0.5	0.5	0.5	0.75	0.75	0.5	0.75	0.75	0.25	0.5	0.5	0.5
15	1	0.5	1	1	0.5	0.75	0.75	0.75	1	1	1	1	1	0.75	1	0.75	1	1	1	1	1	1	1	1	1
16	0.75	0.5	0.75	0.5	0.5	0.75	0.75	0.75	1	0.5	0.5	0.75	0.75	0.5	0.5	0.5	0.5	0.75	0.75	0.75	0.75	0.25	0.5	0.5	0.5
17	0.75	0.75	0.5	0.5	0.75	0.75	0.75	0.5	0.5	0.5	0.5	0.5	0.25	0.5	0.5	0.75	0.75	0.75	0.75	0.5	0.5	0.75	0.5	0.5	0.5
18	0.5	0.75	0.75	0.5	0.5	0.75	0.75	0.5	0.5	0.5	0.75	0.75	0.75	0.75		0.5	0.75	0.75	0.75	0.75	0.75	0.5	0.5	0.5	0.5
19	0.5	0.5	0.5	0.25	0.75	1	1	0.75	0.75	0.5	0.75	0.5	0.75	0.5	0.5	0.5	0.25	0.5	0.5	0.5	1	0.25	0.5	0.5	0.5
20	1	0.5	0.5	0.5	0.5	1	1	0.5	0.5	0.75	0.75	0.5	0.75	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
TOTALES =	12.75	12	13.5	13.25	13.25	15.25	14.75	13.75	14	13	13.5	13.25	13	12	10.25	10.75	11.75	14.75	14	14.25	12.5	10.25	11	11.75	
TOTAL DIMENSION	51.5					57		53.75		46				54.75									45.5		

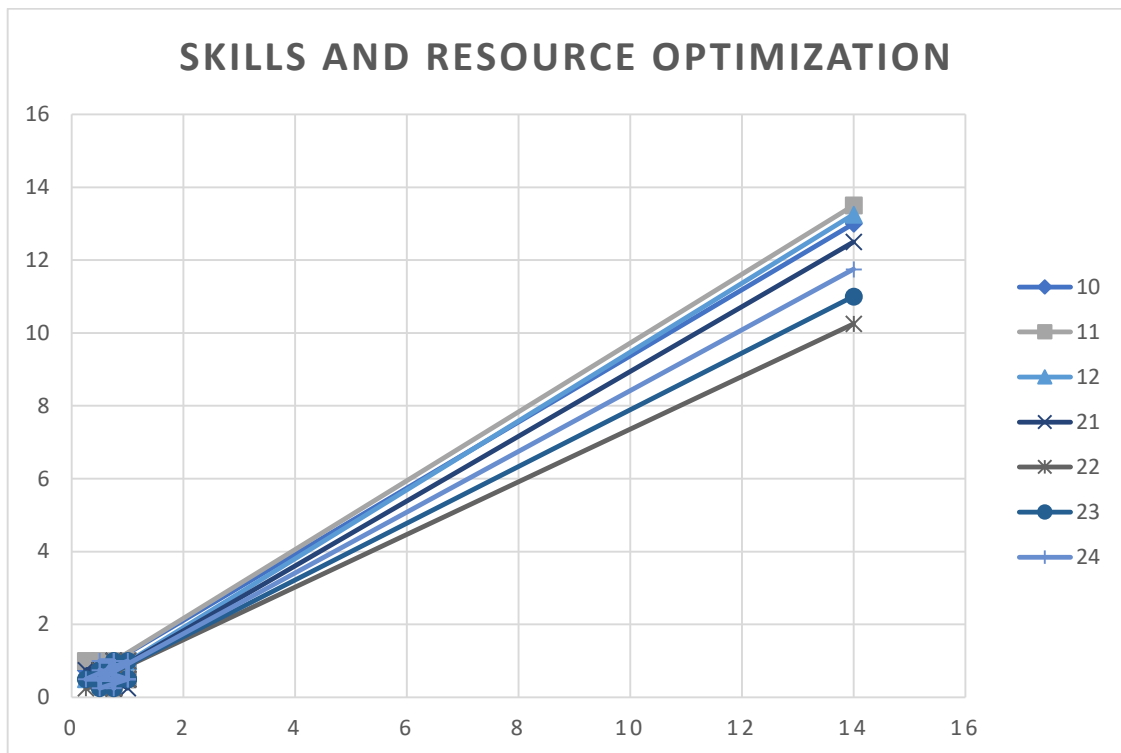
Figure 1. Dimensions: Training and achievement of objectives



In the Fig. 1, the line that can be seen to have the least relationship is that of the questions: Does the company carry out a training program? and that of Are the deficiencies of the job position clear? Therefore, with the simple fact of reading the questions, it can be seen that they do not have a relationship as strong as the relationship that can be seen in the line of questions: Does the company carry out a training program? And the one of the objectives of the company in the short, medium and long term are clear? In these questions it can be seen that there is a great relationship, since if the company does not

provide good training to its workers, the company's objectives will not be clear to the employees. medium and long term are clear? In these questions it can be seen that there is a great relationship, since if the company does not provide good training to its workers, the company's objectives will not be clear to the employees. medium and long term are clear? In these questions it can be seen that there is a great relationship, since if the company does not provide good training to its workers, the company's objectives will not be clear to the employees.

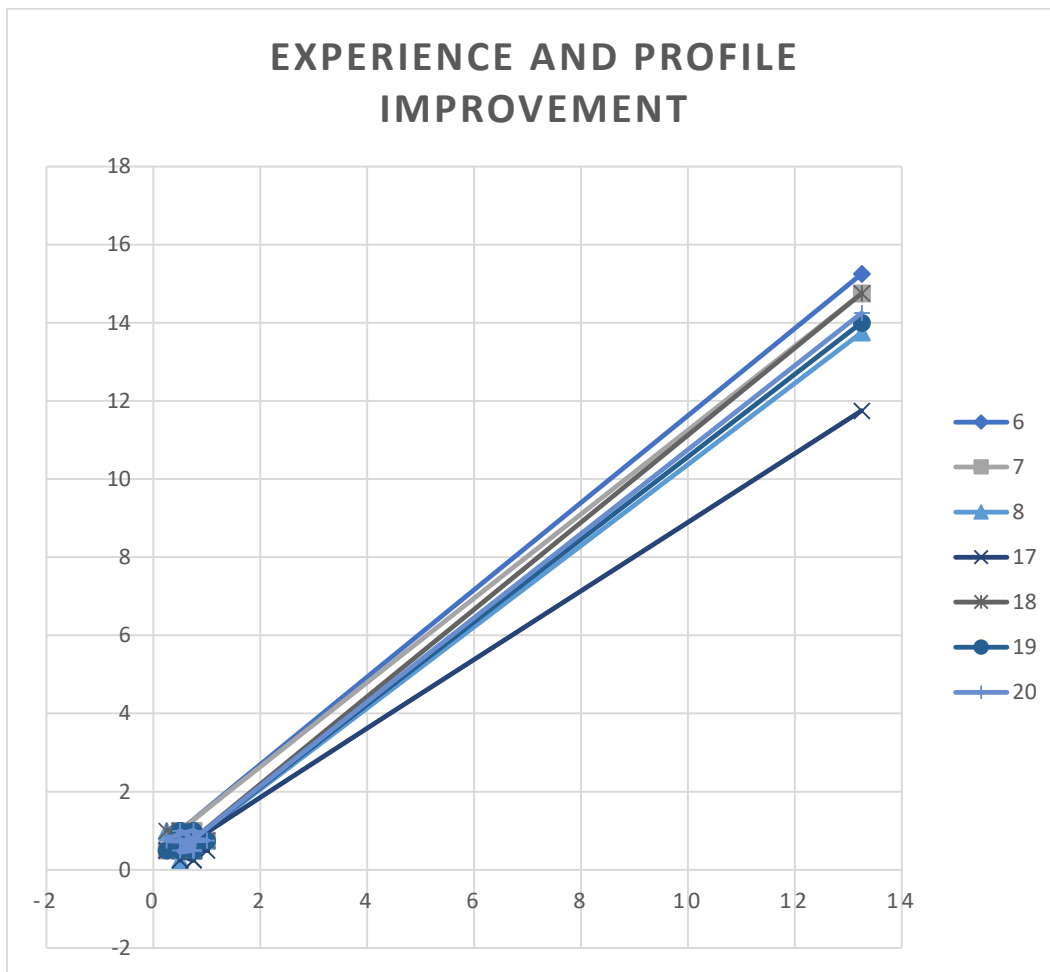
Figure 2. Dimensions: Skills and Resource Optimization



In the case of the Fig. 2, the results obtained in the surveys carried out according to the questions of the skills dimension and the optimization of resources are being analyzed, to see how much the relationship exists between these two dimensions of the survey carried out. Therefore, it can be seen that the dimensions were well carried out, since there is a great relationship between these dimensions, as in the questions of Do I coordinate my time efficiently? And The one of the company uses the optimization of resources? Well, as can be read in these questions, there is a relationship, since if time is not managed efficiently, how could the optimization of resources be carried out. The questions that are least related would be: Do you have communication skills? And do I know

information about the resources used in the company? but even so, if there is some relationship, since, if there is not good communication, the information required to be able to work in a good way with the resources that one has and to be able to optimize them in the best way would not be known. Based on the conclusions obtained, reflecting the questions that were less related and that the results were thus a little lower, it is recommended that knowledge of the resources used by the company be integrated into the training, since it is of It is extremely important to familiarize yourself with the resources with which you work, which will help us to kill those dead times within the company, since you will have a better knowledge,

Figure 3. Dimensions: Experience and Profile Improvement



With the results obtained from the surveys carried out, they were graphed, to know the relationship that exists between the dimension of experience and improvement of the profile. According to the graph obtained, it can be seen that there is a relationship between these two dimensions, since experience is important to improve the profile of a worker. There is a great relationship, as an example, is the relationship that exists in the questions of: Can you generate knowledge during previous jobs? And the question: Does the company help to improve knowledge? Why do these questions go hand in hand? If the worker generates knowledge from other jobs, this

means that he generates experience and if the company helps him to improve his knowledge, it improves his job profile. For this reason, there is a great relationship between these two dimensions.

Recommendation

Based on the conclusions obtained, it is recommended to focus on the points with the least relationship, such as the areas that help us grow within the company, it was possible to obtain results which indicate that these areas are not clear or are not established within the report. or training process, it is recommended that the company report and recognize areas

that can help workers, as well as resolve any doubts that arise before, during and after the training process. Likewise, thanks to the surveys carried out, the implementation of constant training is recommended since, although the company is in constant compliance with the established objectives, it can always be improved, in addition, the result shows us that the training has a positive impact on the company and favors the achievement of objectives.

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